



High Performance Development Model April 2003

Ellis K. Smarter, faster, better. *Training* Apr 2003;40(4):26.

Funston R. Creating a risk-intelligent organization. *The Internal Auditor* Apr 2003;60(2):59.

Johnson G. Sickness absence cure. *Occupational Health* Apr 2003;55(4):16.

ABSTRACT: Increasingly, more enlightened employers are looking to a cohesive approach to absence management, involving OH professionals and group income protection insurers, to enable employees and their employers to work together to identify mutually beneficial solutions. Whether employers are dealing with long-term or recurrent short-term sickness absence, early and effective intervention strategies are a central part of the solution. Increasingly, group income protection insurance schemes funded by the employer are designed to provide an income when medical evidence supports the claim. Importantly, the schemes can also offer a means to financially support a rehabilitative program based on medical opinion, and OH services to support a gradual return to work. Utilizing the benefits provided by the insurer, access can be arranged to third party providers of rehabilitative programs. Assisting the employer and employee in achieving an early return to work is an important adjunct to the diverse role of today's OH nurse.

McNary LD. The term "win-win" in conflict management: A classic case of misuse and overuse. *The Journal of Business Communication* Apr 2003;40(2):144.

ABSTRACT: Words evolve in their usage and meaning over time, but few words in the business language have changed as much as the term win-win. Once confined to the literature on conflict management, the term has been co-opted in the trade press and often used incorrectly in place of the term compromise. This etymological study traces the lineage of the term from its appearance in the academic literature in the 1970s to its proliferation in the trade press beginning in the early 1980s. Two interpretative errors are described and the effects of these errors on the meaning of the term are detailed.

Naquin SS, III EFH. Redefining state government leadership and management development: A process for competency-based development. *Public Personnel Management* Spring 2003;32(1):23.

Prien KO, Prien EP, Wooten W. Interrater reliability in job analysis: Differences in strategy and perspective. *Public Personnel Management* Spring 2003;32(1):125.

Satava D. The A to Z of keeping staff. *Journal of Accountancy* Apr 2003;195(4):67.

ABSTRACT: The AICPA's annual survey to learn how the supply of public accounting graduates is meeting firms' needs for recruits reveals that turnover rates for CPA firms have held steady in a range from 7% to 10% for local firms and 22% to 28% for national firms. Losing staff is always a part of doing business, but turnover higher than 20% is unnecessary and wasteful. Employees'

personal reasons for leaving are beyond a firm's control, but it often can do something about work-related issues that cause staff to move on. CPAs cite lack of a career path; a need for accomplishment, job satisfaction, variety and a chance to exercise talents; and absence of courteous, respectful work environment as the most important reasons to find another job. Of all the factors a firm can control to retain staff longer, the easiest thing for it to change is how it supervises employees. Smart managing partners at first-rate firms treat their employees the way they themselves would like to be treated.

Verschoor CC. The ethical alternative to selfish management. *Strategic Finance* Apr 2003;84(10):18.

ABSTRACT: Headlines continue to relate new examples of improper behavior by members of senior management. Lavish perks, huge loans, disgracefully large stock options, and generous salaries and bonuses have been heaped on CEOs. Yet a different and more ethical management style does exist that does not treat the CEO as royalty. Further, evidence continues to mount that an ethical culture that considers the interests of all stakeholders also provides greater profitability to shareholders. In their 2002 article, *Beyond Selfishness*, Henry Mintzberg, Robert Simons and Kunal Basu contrast two ways to manage: "heroic" and "engaging." In heroic management, the higher up managers go, the more important they become. At the "top," the chief executive is the corporation. But in engaging management, an organization is an interacting network, not a vertical hierarchy. Effective leaders work throughout; they do not sit on top. To manage is to bring out the energy that exists naturally within people. Managing thus means inspiring and engaging.

Vu U. Feds peel away red tape from corporate culture. *Canadian HR Reporter* Apr 7, 2003;16(7):1.

ABSTRACT: Forced by circumstances - budget cuts, an aging workforce, a general dissatisfaction among Canadians about federal service - the federal bureaucracy is in the midst of a makeover on a major (make that gargantuan) scale. The objective is nothing short of a complete departure from the present command-and-control management style that binds public-sector employees in the red tape of some 320 financial and control practices, policies and procedures. This reform is based on "modern comptrollership," the name of a home-grown philosophy that aims to instill a management culture in which decision-making, coupled with risk management and managing for results, is delegated to all levels of management. Despite all the reporting mechanisms and procedures, department managers currently do not have the basic knowledge to make decisions, such as what programs to cut when they are tasked with the responsibility of trimming \$1 billion as mandated by the most recent budget.

Walker RM. Evidence on the management of public services innovation. *Public Money & Management* Apr 2003;23(2):93.

ABSTRACT: Innovation is a central part of the UK Government's program to improve public services. However, there is little evidence on how innovation is managed in public service organizations. Drawing upon theories of the management of innovation and longitudinal case studies, this article demonstrates the iterative and complex ways in which innovations unfold. Though based on a limited number of case studies, and with evidence from one public service sector, this article illustrates the complex way in which innovation is managed. Key issues in the management of innovation that could be of use to many public service organizations include: 1. The development of innovative cultures. 2. Linked to the notion of innovative cultures is the management of people, particularly through teams. 3. Implementation strategies that include experiments, demonstrations and project groups are critical in ensuring that people understand innovation and facilitate their implementation.

